MASA Strategic Plan - 2015

*Lead – Develop – Support*

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**MISSION (Why we exist)**

*Develop and support effective public school leaders who positively impact the lives of Missouri students*

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**VISION (Our future state)**

*We envision innovative, future-focused leaders for every public school student.*

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**BELIEFS (What we stand for)**

- Public education is the cornerstone of the success of our state and nation
- Leadership development impacts student success
- Maximizing student success requires a broad network of allies committed to strengthening public education
- Membership engagement is vital to the success of our mission
Strategic Priority:  Maintain strong membership and financial stability

**Objective 1:** Construction and deployment of a leadership transition orientation process for incoming superintendents (at regional level – look for existing partnerships).

<table>
<thead>
<tr>
<th>Action Plan</th>
<th>Person Responsible</th>
<th>Time Frame</th>
<th>Cost</th>
</tr>
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<tbody>
<tr>
<td>A. Review mentor program and adjust to meet the needs of incoming school administrators.</td>
<td>Executive Director</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>B. Provide increased support at the regional level for transitioning new superintendents.</td>
<td>Executive Director</td>
<td>2016-17</td>
<td>Re-Align Duties</td>
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<tr>
<td>C. Partner with regional cooperatives/MASA districts in providing quality professional development opportunities.</td>
<td>Associate Director</td>
<td>2015-16</td>
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**Objective 2:** Demonstrate organization’s value and impact of membership through improved communication strategies that align with the strategic plan.

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<tr>
<td>A. Develop a communications plan which includes social and digital media that positively promotes the mission, vision, beliefs and strategic priorities of the association.</td>
<td>Communications Director</td>
<td>2015-16</td>
<td>Additional FTE</td>
</tr>
<tr>
<td>B. Provide increased support at the regional level for transitioning new superintendents.</td>
<td>Executive Director</td>
<td>2016-17</td>
<td>Re-Align Duties</td>
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<tr>
<td>C. Partner with regional cooperatives/MASA districts in providing quality professional development opportunities.</td>
<td>Associate Director - PD</td>
<td>2015-16</td>
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**Objective 3:** Demonstrate organization’s value and impact of membership through improved communication strategies that align with the strategic plan.

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<tr>
<td>A. Shift dues structure over multiple years in order to provide resources to support the MASA Strategic plan.</td>
<td>Executive Director</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>2016-17</td>
<td>Executive Director</td>
<td></td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>B. Conduct an annual review of programs and services to ensure effective use of resources.</td>
<td>Executive Director</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
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**Objective 4:** Annual strategic plan review by ad-hoc committee.

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<tr>
<td>A. Conduct an annual survey of the membership each year aligned to the strategic plan of the association.</td>
<td>Executive Director</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>B. Make the Long-Range Planning Committee a standing committee that reviews the strategic plan and reports annually to the executive committee and/or membership.</td>
<td>Executive Director</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
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Strategic Priority: Increase leadership capacity through professional development and collaboration

**Objective 1:** Construct and deploy process to orient and support regional presidents to increase value of regional meetings.

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<tr>
<td>A. Schedule meeting and provide orientation for district presidents prior to August 1 to provide assistance and support for district meetings that align with MASA mission, vision and strategic goals.</td>
<td>Executive Director</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>B. Provide organization and communication resources for regional presidents.</td>
<td>Executive Director</td>
<td>2016-17</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>C. Ensure that district presidents have the support they need to communicate with their members on issues and topics of importance.</td>
<td>Executive Director</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
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**Objective 2:** Provide increased training opportunities on effective leadership practices (i.e. communication, change management, legislative advocacy, etc.).

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<tr>
<td>A. Provide regional professional development opportunities through sharing of best practices.</td>
<td>Associate Director - PD</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>B. Train members to be more effective communicators within their own school district and in the current political environment.</td>
<td>Communications Director</td>
<td>2016-17</td>
<td>Additional FTE</td>
</tr>
<tr>
<td>C. Research, analyze and share educational issues, innovative practices and effective management strategies with membership.</td>
<td>Associate Director - PD</td>
<td>2015-16</td>
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**Objective 3:** Demonstrate organization’s value and impact of membership through improved communication strategies that align with the strategic plan.

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<tr>
<td>A. Identify, share, and celebrate best practices/practitioners (i.e. expand recognition to innovative programs).</td>
<td>Associate Director - PD</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>B. Disseminate each month a communication that highlights innovative leaders and practices.</td>
<td>Communications Director</td>
<td>2016-17</td>
<td>Additional FTE</td>
</tr>
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**Objective 4:** Review all state-wide conferences and identify opportunities for increased collaboration, impact, and value.

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<tr>
<td>A. Evaluate all conferences and workshops yearly and offer recommendations for increasing their impact, value and collaboration opportunities.</td>
<td>Executive Director</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>B. Investigate opportunities to partner with DESE to develop a comprehensive back-to-school administrators conference that provides increased value.</td>
<td>Executive Director</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
</tr>
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Strategic Priority: Identify allies and build partnerships that effectively protect, promote, and advance public education

**Objective 1:** Develop and deploy strategies that effectively increase public education advocacy throughout the state.

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<tbody>
<tr>
<td>A. Develop comprehensive talking points on education issues and provide to membership.</td>
<td>Team Effort</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>B. Work to develop relationship with statewide and regional media outlets to deploy communications on the value of public education.</td>
<td>Communications Director</td>
<td>2015-16</td>
<td>Additional FTE</td>
</tr>
<tr>
<td>C. Work to build improved relationship and increased levels of trust with legislators at the state level.</td>
<td>Director Leg. Advocacy</td>
<td>2015-16</td>
<td>Additional FTE</td>
</tr>
<tr>
<td>D. Deploy a task-force to research the impact of our current accreditation system on learning in Missouri and provide recommendations for future improvement.</td>
<td>Executive Director</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>E. Increase MASA membership involvement in federal advocacy through visits to D.C and communications with federal officials.</td>
<td>Assoc. Dir. Public Affairs</td>
<td>2016-17</td>
<td>Re-Align Duties</td>
</tr>
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**Objective 2:** Increase impact of existing partnerships/coalitions (i.e. Better Schools, SAC, Ed Roundtable, Regional Collaboratives, etc.).

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<tr>
<td>A. Increase fundraising activities for PAC that expands membership base and extends base to include other educational partners.</td>
<td>Assoc. Dir. Public Affairs</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>B. Create new political endorsement process that narrows the focus for maximum impact.</td>
<td>Assoc. Dir. Public Affairs</td>
<td>2016-17</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>C. Actively engage members and existing partners at the Missouri Capitol.</td>
<td>Director Leg. Advocacy</td>
<td>2015-16</td>
<td>Additional FTE</td>
</tr>
<tr>
<td>D. Identify partners that share common beliefs with MASA who can maximize advocacy efforts.</td>
<td>Assoc. Dir. Public Affairs</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
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**Objective 3:** Develop and support membership in the deployment of advocacy strategies at the local level.

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<tr>
<td>A. Provide regional professional development opportunities for members to learn how to become more effective advocates at the local level.</td>
<td>Assoc. Dir. Public Affairs</td>
<td>2015-16</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>B. Create strategies that identify legislative support or opposition to public education.</td>
<td>Director Leg. Advocacy</td>
<td>2015-16</td>
<td>Additional FTE</td>
</tr>
<tr>
<td>C. Actively support candidates for legislative office who support public education.</td>
<td>Assoc. Dir. Public Affairs</td>
<td>2016-17</td>
<td>Re-Align Duties</td>
</tr>
<tr>
<td>D. Develop, maintain and utilize opportunities to access data that will assist MASA in disseminating and developing advocacy strategies.</td>
<td>Assoc. Dir. Public Affairs</td>
<td>2016-17</td>
<td>Re-Align Duties</td>
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</table>

**Total Cost:** Two Additional FTEs
Re-Alignment of Duties/Staff Additions

MASA Executive Director
Would remove from current responsibilities
• Publication design and layout
• Regular visits to state capitol
• Oversee planning of MASA Spring Conference
• Oversee planning of events at AASA Conference
• Oversee planning of events at MSBA/MASA Fall Conference
• Prepare press releases
• Organize golf tournaments
• Manage the website
• Manage the social media

• Will add to current responsibilities
  • Review mentor program.
  • Provide increased support at the regional level for transitioning new superintendents.
  • Conduct an annual review of programs and services
  • Staff Long-Range Planning Committee
  • Schedule meeting and provide orientation for district presidents.
  • Ensure that district presidents have the support they need
  • Evaluate all conferences and workshops yearly.
  • Investigate opportunities to partner with DESE to develop a comprehensive back-to-school administrators conference that provides increased value.
  • Deploy a task-force to research the impact of our current accreditation system on learning in Missouri and provide recommendations for future improvement.
  • Oversee new communications position

MASA Associate Exec. Dir. of Professional Dev.
Would remove from current responsibilities
• Overseeing MCSA Outreach Budget
• Assist with management of MASA website content

Will add to current responsibilities
• Partner with regional cooperatives/MASA districts in providing quality professional development opportunities.
• Oversee planning of MASA Spring Conference
• Oversee planning of events at AASA Conference
• Oversee planning of events at MSBA/MASA Fall Conference
• Organize golf tournaments
• Partner with regional cooperatives/MASA districts in providing quality professional development opportunities.
• Research, analyze and share educational issues, innovative practices and effective management strategies with membership.
• Identify, share, and celebrate best practices/practitioners.

Change: MASA Director of Legislative Advocacy
To: MASA Associate Exec. Dir. of Public Affairs
Would remove from current responsibilities
• Coordinate the lobbying assistant program
• Prepare the Legislative Bulletin
• Organize Capitol visits for members of MASA
• Developing working relationship with members of Mo General Assembly
• Daily presence at the state Capitol

Will add to current responsibilities
• Work with political consultant to develop political strategies.
• Identify partners that share common beliefs with MASA.
• Develop comprehensive talking points on legislative issues.
• Provide regional professional development opportunities for members to learn how to become more effective advocates at the local level.
• Actively support candidates for legislative office who support public education.
• Increase fundraising activities for PAC.
• Create new political endorsement process that narrows the focus for maximum impact.
• Develop, maintain and utilize opportunities to access data that will assist MASA in disseminating and developing advocacy strategies.
• Increase Federal Advocacy efforts.
• Oversees Director of Public Policy

New Position – MCSA Dir. of Legislative Advocacy
• Maintain a daily lobbying presence at the state Capitol.
• Coordinate the lobbying assistant program
• Prepare the Legislative Bulletin
• Organize Capitol visits for members of MASA
• Work to build improved relationship and increased levels of trust with legislators at the state level.
• Actively engage members and existing partners at the Missouri Capitol.
• Create strategies that identify legislative support or opposition to public education.

New Position – MASA Communications Director
• Develop an annual communications plan.
• Train members to be more effective communicators within their own school district and in the current political environment.
• Disseminate each month a communication that highlights innovative leaders and practices.
• Work to develop relationship with statewide and regional media outlets.
• Publication design and layout
• Draft press releases and literature to assist in lobbying
• Maintain websites and presence on social media
• Organizes press conferences, conference calls, and other events to all members to discuss policy and political issues.
## Financial Needs

Current MASA dues of .005 generates $346,000
An increase of .001 would generate $69,000

**Recommendation:** Increase MASA dues for 2015-16 by .001 and increase MASA dues for 2016-17 by .001. Change MASA sponsorship programs to generate additional revenue.

### Phase 1
- **Increased Dues Revenue by .001 in 2015-16** $70,000
- **Increased Sponsorships** $10,000

**Expense Changes in 2015-16**
- Add New Director of Legislative Advocacy on November 1 (2/3 of year) $60,000
- Add Communications Director on January 1 (1/2 year) $32,500
- Stop MoParent Paid Development Costs ($35,000)
- Continue to Employ Political Consultant $45,000

**Total Budget Impact 2015-16** ($22,500)

### Phase 2
- **Increased Dues Revenue by .001 in 2016-17** $70,000

**Added Expenses in 2016-17**
- Additional 1/3 year of Director of Legislative Advocacy $30,000
- Additional 1/2 year of Communication Director $32,500

**Total Additional Impact on Budget** $7,500

### Total Impact on Budget of Strategic Plan
- **Increased Dues Revenue by .001 in 2015-16** $70,000
- **Increased Dues Revenue by .001 in 2016-17** $70,000
- **Increased Sponsorship** $10,000

**Total Additional Revenue** $150,000

- New Director of Legislative Advocacy $90,000
- New Communications Director $65,000
- Stop Payments for MoParent ($35,000)
- Employ Political Consultant $45,000

**Total Additonal Expenses** $165,000

**Total Impact on MASA Budget** ($15,000)